

## **2019 ARMY WINNER**

### **United States Army Garrison Fort Stewart and Hunter Army Airfield Georgia**

Fort Stewart/Hunter Army Airfield (FS/HAAF) is the largest military installation east of the Mississippi River, featuring state-of-the-art facilities and more than 284,000 acres of ranges, training areas, and operational airspace. It's the Army's home in Coastal Georgia for 20,000 Active/Reserve Component Soldiers and a supported population of more than 100,000 family members, civilians, and retirees. FS/HAAF provides a trained and ready fighting force, comprised of the 3rd Infantry Division and tenant units capable of rapidly deploying conventional and special operations forces anywhere in the world. Overall, FS/HAAF is the largest employer in Coastal Georgia and has an economic impact of over \$4.9 billion annually to the local economy.

FS/HAAF is an Army Community of Excellence with a collective mission to ensure a premier level of readiness for tenant units, as well as the best quality of life for soldiers, family members, workforce, and retirees. FS/HAAF is governed in a business-like, strategically focused, mission oriented, competitive, and cost culture sustainable manner. Its management processes enables leaders to judge quality and performance and to establish priorities based on customer input to product design, service features, and other characteristics that increase overall value. FS/HAAF is recognized as a benchmark for installation management by the Army and Department of Defense.

The installation devoted resources to increasing family morale, welfare, and recreation sponsorship from local and national entities; staging a large scale, first-class, community-wide Independence Day celebration that included top-notch performers; and purchasing new youth sports equipment, cellular charging stations in waiting areas, and bicycles. Other quality of life improvements include implementing a pilot 24/7 physical fitness center based on customer feedback and partnering with local school systems to implement online school registration that decreased some of the stress associated with moving families with school aged children.

Environmental, energy, and water conservation programs included a transition to light-emitting diode lighting, water production improvement systems, and heating, ventilation, and air conditioning replacement/improvement. These initiatives, along with other projects, contributed to lowering installation maintenance and operating costs. The installation's energy program resulted in a total cost avoidance of \$32.6 million since FY09.

FS/HAAF is the unprecedented recipient of 7 Army Community of Excellence Gold awards (2004, 2005, 2006, 2009, 2012, 2015, and 2019) along with 7 Commander-in Chief Installation Award of Excellence, including the Commander-in-Chief Award for 2019. Other awards include 2018 ACOE Bronze Award, Tree City USA Community 12 years, and Regional Network Enterprise Center of the Year in 2018.

## **2019 NAVY WINNER**

### **NAVAL BASE SAN DIEGO California**

Naval Base San Diego (NBSD), the Navy's premier Pacific Fleet homeport, is a consortium composed of the Naval Base, Broadway Complex, Naval Medical Center San Diego, and Mission Gorge (Admiral Baker) Recreation Area. It supports 53 ships, includes 12 piers, 11 miles of pier and quay wall space, 326 harbor water acres, and 2,000 land acres. In 2018, NBSD directly supported over 40,000 military and civilian personnel and nearly 5,000 single sailors living in unaccompanied housing and the Navy's largest public private venture housing complex.

NBSD is a recognized leader in balancing identified customer requirements and service level delivery with effectiveness and efficiency. As conscientious stewards of taxpayer dollars, NBSD addressed economic change and made informed investments by encouraging a culture of innovation. NBSD provided the Fleet safe, professional, and on-time services in support of the maritime strategy.

NBSD is meeting future shore infrastructure requirements through consolidation and modernization programs, while promoting and leading in energy conservation. Initiatives included: operating a fleet of 58 electric vehicles, the largest fleet in the Department of Defense, saving over 51,000 gallons of unleaded gasoline per year; and completing a \$47M steam decentralization project, replacing an inefficient central steam distribution system with gas boilers, saving over \$11.5M annually. Environmental efforts included: initiating the very first DoD bike share program; establishing the first-ever military Waze carpool pilot event to help provide additional sustainable transportation options for sailors; removing over 97,000 pounds of trash from Chollas Creek, Paleta Creek, and San Diego Harbor; hosting two Main Street clean up events in National City and San Diego's Barrion Logan community collecting over three tons of trash; and completing a \$250K Parking & Traffic Congestion Relief Plan supporting ongoing base safety and efficiency initiatives, including adding bike lanes and 400 parking spots, and reducing base congestion.

NBSD's Quality of Life programs ensure the Navy remains an employer of choice, improving overall retention by creating a culture of prevention and awareness, and ensuring Navy Sailors and families continue to receive cutting-edge services to enhance readiness through all stages of the deployment cycle. Events included opening a state of the art baking facility that provides quarterly no-cost baking classes for over 100 afloat/ashore Culinary Specialists. Students learned basic baking skills and produced bakery products from scratch. Initiatives that enhanced Morale Welfare and Recreation activities included hosting more than 100 liberty events, positively impacting 1,500 junior enlisted members by hosting outings, games, dinners, and special events. Additional activities included issuing the Fleet over \$1M in fitness equipment, electronics, and recreation gear; providing 5,000 holiday gift bags to sailors on watch; and donating \$5K worth of pizza to 14 returning deployed ships. Through these dedicated, consistent efforts, NBSD sustained the Fleet, enabled fighters, and supported Navy families with excellence.

The NBSD Team excelled in providing mission support to Warfighters and improving the quality of life of its sailors and their families as evident in awards received including the FY2017 SECNAV Award for Energy and Water Reduction, NBSD Galley won its 18<sup>th</sup> consecutive "Five Star Accreditation in Food Service excellence and the Gold Award for SANDAG's 2018 iCommute Diamond Awards Program.

## **2019 MARINE CORPS WINNER**

Marine Air Ground Task Force Training Command, Marine Corps Air Ground Combat Center  
Twentynine Palms  
California

The Marine Corps Air Ground Combat Center (MCAGCC) is home to the Marine Air Ground Task Force Training Command and is known for providing the most realistic and challenging fully integrated, live-fire, combined-arms training in the world for our deploying forces. The Combat Center continued to set the standard as the premier combat training installation by conducting 360 days of training for more than 55,000 warfighters, increasing the combat readiness of Marine Expedition Forces, sister services, and our allies. While accomplishing the training mission, the Combat Center provided resident units and families with excellence in facilities, services, and quality of life programs that those defending our country deserve.

MCAGCC instituted a number of innovative business practices which included utilizing Navy Seabees to construct 6 buildings, realizing a cost savings of \$2M. In addition, fabricating and repairing parts instead of purchases resulting in savings of \$4.92M. Its Communications Directorate designed and implemented a new configuration for voice transport services increasing reliability from 70 to 95 percent in a tenant camp (Camp Wilson). Performance improvement procedures known as “5S” decreased labor requirements by 10 percent and lowered cost of goods sold by 1.3 percent yielding a net profit increase of 47 percent, totaling \$99,000.

Environmental management initiatives enabled MCAGCC to exceed targeted reductions in water consumption, surpassing the DoD Strategic Sustainability Performance Plan goal of 36 percent reduction by 2025. An Energy Conservation Task Force was established expanding awareness of conservation programs/education/initiatives and to solicit feedback to improve energy conservation efforts throughout MCAGCC. Its energy initiative of a battery energy storage project will stabilize grid power during fluctuations. Photo voltaic systems account for 5.9 percent of MCAGCC’s electricity, generating 7,185 megawatt hours (MWH) of electricity, saving over \$502K, exceeding Department of Energy’s onsite generation goal of 7.5 percent. A newly constructed PV/16.4 megawatt co-generation plant provided 97,665 MWH of production, saving over \$6.8M while producing 81.2 percent of electricity demand.

The Combat Center’s standard of excellence and innovation were reflected in the Secretary of the Navy’s Environmental Quality, Individual/Team and Environmental Restoration Installation Award; Natural Resources Management Team Award; and Natural Resources Conversation Outreach Program Award. Additional awards included Commandant of the Marine Corps’ Food and Hospitality Excellence Award, Marine Corps Community Services’ Payroll Management Award, Defense Suicide Prevention Office’s 2017 Individual Outreach Recognition Award, and other various awards.

## **2019 AIR FORCE WINNER**

Ramstein Air Base  
Germany

Ramstein Air Base is home to the 86th Airlift Wing. The wing represents the sole intra-theater airlift support to the Air Force's Agile Combat Support mission and three combatant commands. The installation also serves as the base operational support integrator to Air Mobility Command's 521st Air Mobility Operations Wing, United States Air Forces in Europe's 435th Air Ground Operations Wing, Headquarters, United States Air Forces Europe and the North Atlantic Treaty Organization's Allied Air Component Command. In total, Ramstein Air Base services roughly 8,000 active duty military and over 54,000 American personnel who traverse the installation daily, the largest concentration of Americans outside the continental United States.

The men and women of Ramstein Air Base are fully dedicated to supporting the installation's quality of life and committed to enriching the life of every airman and family member. As such, it implemented several quality of life initiatives, including renovating aging dining facilities, overhauling fire detection systems and inspections for 32 apartments at three sites, inspecting 885 buildings at all three geographically separated units, and installing solar heating on fitness centers affecting 54,000 members of the Kaiserslautern Military Community. It also implemented a 24-hour Appointment Plus scheduling system utilizing medical, dental, fitness and personnel programs, eliminating base wait times by over 90 percent. Furthermore, two continuous process improvement events at the installation's vehicle registration program returned 52,000 hours to customers. In addition, the 86th Airlift Wing managed the medical network upgrade project, ultimately securing 75 facilities and supporting 205,000 joint warfighters in 29 countries across three combatant commands. Additionally, the Wing hosted United States Air Forces in Europe's premier professional development center, shaping 823 first term airmen and hosting 8 Profession of Arm Center for Excellence courses for over 300 airmen.

Overall, Ramstein Airmen provided solutions for negative supply trends and aircraft part replacement times through 34 quality deficiency reports and recouped \$6.6 million annually. The 86th Airlift Wing developed the Ramstein phone app, a cost-free initiative developed by Ramstein airmen to enable forward notifications in the case of emergencies and recalls, reaching every service member, dependent, and government civilian assigned.

The Ramstein Team excelled in providing mission support to Warfighters and improving the quality of life of its Airmen and their families. For their efforts, the 86th Airlift Wing garnered a myriad of achievements to include United States Air Forces in Europe Air Force Africa's 2017 Innovation award, 56 Individual Awards, 16 Unit Awards, the Inspector General's Superior Team recognition, the Air Force Installation Contracting Agency's Strategic Sourcing Excellence award, and the 2017 Curtis Lemay award.

## **2019 DEFENSE LOGISTICS AGENCY WINNER**

### **DLA Distribution Susquehanna Pennsylvania**

Defense Logistics Agency (DLA) Distribution Susquehanna is the cornerstone of distribution excellence and provides world-class distribution support to more than 20,000 global U.S. Armed Service and whole of government customers. The distribution center's seasoned civilian and military professionals successfully supported numerous contingency and humanitarian assistance operations around the world, and were routinely recognized by the highest levels of major commands and multiple state and federal government agencies, including the Federal Emergency Management Agency and the Department of Defense (DoD). The distribution center command team's emphasis on developing strong character, individual ownership, and universal respect yielded superior overall safety results, operational performance, and expected premium service to warfighters around the world. It provides over 10 million square feet of storage space for nearly 800,000 unique stock numbers, valued at \$12.5 billion.

DLA Distribution Susquehanna supported its customers and employees within resource constraints through innovative and results driven management. The ability to foster a compassionate, cost-effective, and energy efficient community, while accomplishing a complex logistics mission, supporting U.S. forces worldwide clearly distinguishes the installation. It implemented a number of morale activities and initiatives such as creating a Random Acts of Kindness Month which included the distribution of cold water and frozen ice cream on hot summer days across the organization.

DLA Distribution Susquehanna efforts in energy efficiency and environmental preservation included sequencing the completion of 1,221 preventative maintenance tasks, resulting in a three percent reduction in fuel consumption, equating to a 500-ton reduction in carbon dioxide emissions (CO<sub>2</sub>). Additionally, the installation prevented the creation of two tons of CO<sub>2</sub> via the use of its owned electric vehicle fleet. Both lines of effort reduced greenhouse gas emissions and the installation's carbon footprint. To further reduce this footprint, the recycling center surpassed DoD environmental sustainability goals for solid waste by 78 percent and construction-demolition debris diversion rates by 70 percent.

DLA Distribution Susquehanna initiated numerous cost avoidance initiatives, such as improvements in small parcel shipping, which replaced workplace consumables with less expensive options generating immediate savings with a potential annual savings of \$500,000; and using recycled pallets instead of government-contracted wing-tip pallets, saving \$1,100 per day with a potential annual savings of well over \$250,000. This best-practice was recommended and adopted by DLA Distribution San Joaquin, California. The installation clearly deserves recognition for its continued commitment to deliver efficient, cost-effective global logistics support to the DoD.

The installation received a number of awards in FY 2018, including DLA/DoD Fire Prevention Program of the Year and a distinguished unit citation from the Harrisburg Fire Department. For the first time in four years, DLA Distribution Susquehanna achieved safety performance improvements in all core safety measures.